

2015 TAOYUAN METRO Annual Report 桃園捷運公司年報



接軌國際 行遍天下



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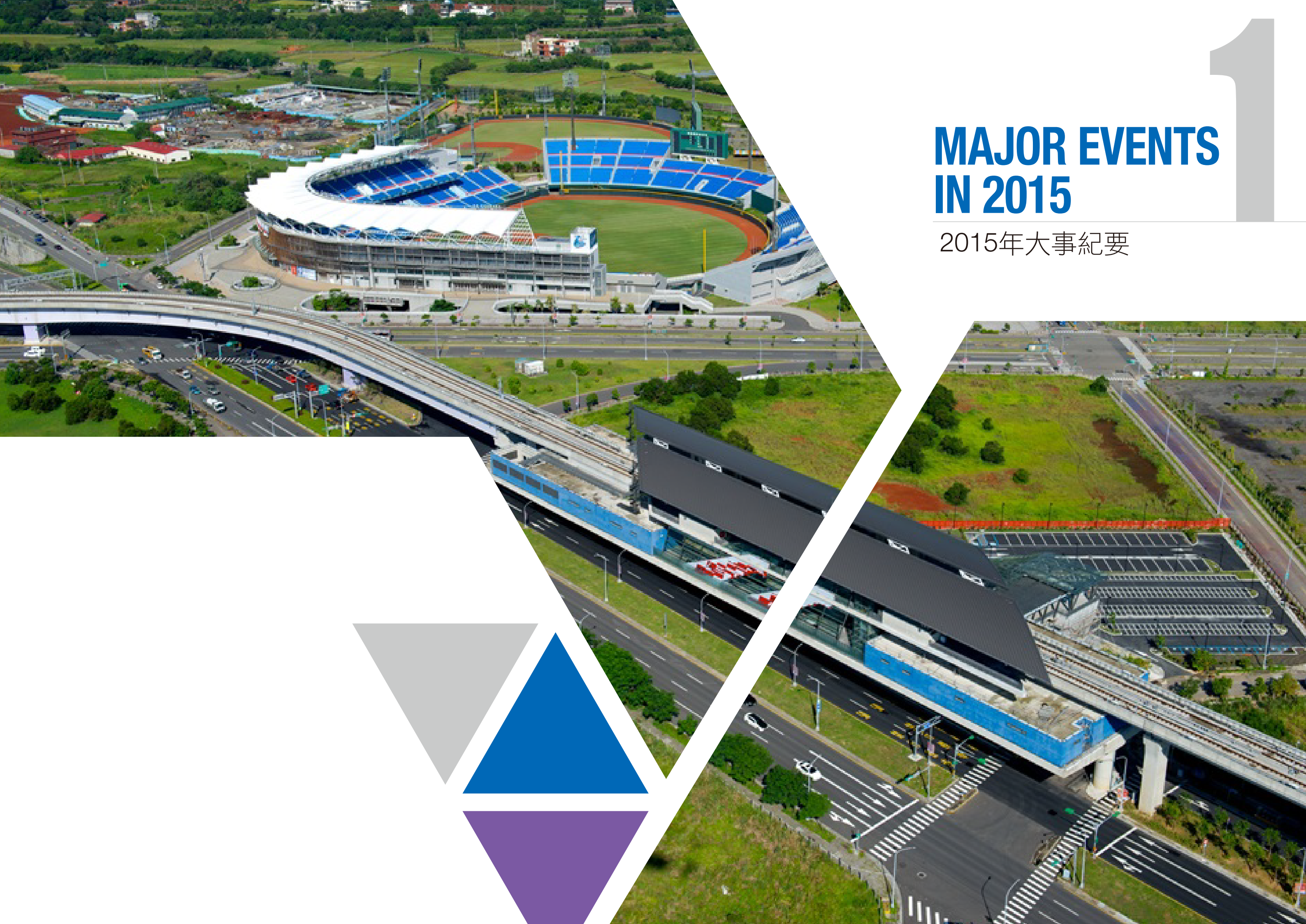
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MAJOR EVENTS IN 2015

2015年大事紀要



2015
1月
Jan.

公司行政位階提升

行政位階提升，回歸為桃園市政府一級單位，簡化公文陳核流程，促進管理的彈性及明確經營責任。

Upgrading position of authority

Upgrading position of authority and returning which to the first level division of Taoyuan City Government, simplifying the process of documentary submissions and reviews to promote the management flexibility and a clear business responsibility.

2015
3月
Mar.

電聯車復軌模擬演練

維修處自3月起每月執行一次電聯車復軌演練，模擬發生事故時之緊急搶修作業流程。加強維修人員對意外事故之搶修應變，及熟悉緊急狀況之指揮調度能力。

Simulation rehearsal of re-railing electric multiple units (EMU)

Maintenance Department has implemented a monthly rehearsal of re-railing EMU since March, simulating repair in emergency operations for when accidents occur. Strengthening emergency responses to accidents and familiarizing commands and scheduling capabilities upon emergency situations.

2015
3/31

接管 A17 至 A21 五個車站及於 A17 站成立全線第一個維修據點

桃捷公司正式進駐接管 A17 領航站至 A21 環北站，並於 A17 領航站成立全線第一個維修據點。配合人員訓練，讓同仁於進駐後實際熟悉車站每日勤務及維修作業。

Taking over and administering 5 stations (A17 - A21) and establishing the first base point of the entire line for maintenance at Station A17

Taoyuan Metro Corp. was officially stationed in and took over from A17 Linghang Station to A21 Huanbei Station and set up the first maintenance base of the entire line at Station A17. Combined with intense staff training, colleagues would be familiar with daily maintenance and repair operations in the station.

2015
4/27

為「掌握異常、要求改善」成立「營運管制室」

於陳凱凌總經理指示下成立「營運管制室」，為即時了解設備異常情形，每日彙整報修工單，透過定期會議與高鐵局捷工處協調。「掌握異常、要求改善」為訴求，確保系統穩定、安全無虞為目標。

Setting up the "Operation Management Office" to "monitor anomalies and improve the situation"

Under the instructions of President Kai-Ling Chen, the "Operation Management Office" was set up, collecting and compacting daily maintenance order and coordinating with MRT Engineering Office, Bureau of HSR, through regular meetings in order to find out irregularities of the equipment on the premise of "monitoring anomalies and improving situations", aiming for assurance of system stability and security.

2015
5/13

成立「機場捷運營運檢視專案小組」

於第14次市政會議責成桃捷公司成立「機場捷運營運檢視專案小組」，由桃捷公司何煥軒董事長任召集人、陳凱凌總經理任總執行秘書，及邀集各專家學者，全面檢視機場捷運工程進度及施工品質。

Establishment of Airport MRT Operations Review Team

A resolution was approved at the 14th municipal meeting to instruct Taoyuan Metro Corp. to set up an "Airport MRT Operations Review Team" headed by Chairman of Taoyuan Metro Corp. Mr. Nuan-Hsuan Ho, and President of the Company Kai-Ling Chen taking up the post of the Executive Secretary, inviting experts and scholars to comprehensively inspect the Airport MRT progress and construction quality.

2015
7/01

新進人員報到，建置足以營運全線的人力

104年招募新進人員報到，公司規模由400人擴增一倍，宣示公司以通車為目標，招募和訓練足以營運全線之人力。並搭配桃捷公司的雙證照訓練規劃，新進同仁皆須取得兩張專業證照。

New staff reporting to work, establishing sufficient manpower to operate the whole line

After the staff recruit in 2015, the company's size doubled from 400 people. By recruiting and training sufficient manpower to operate the whole line; the Company is sending an assuring statement on the determination of opening the Metro Service. Taoyuan Metro Corp. offers a dual-certificate training program, so new colleagues are required to obtain two professional licenses.

2015
7/08

進行票務系統壓力測試

自 7 月 8 日起進行票務系統壓力測試，模擬大規模人員進站演練，測試自動收費設備的可靠度和穩定度，及培養人員熟悉設備操作及故障排除、旅客服務的能力。

Conducting stress tests on ticketing system

In order to conduct stress tests on the ticketing system, starting from July 8th, a rehearsal simulation of a crowd entering the station was used to test the reliability and stability of automatic fare collection equipment and to train personnel familiarize with equipment operation, troubleshooting and passenger service quality.

2015
8/27

與交通部高速鐵路工程局簽署合作備忘錄

交通部高速鐵路工程局與桃園大眾捷運股份有限公司，合作簽署「機場捷運興建及營運合作事項備忘錄」，將近百項關鍵性缺失逐一列管，並要求分階段改善，奠定營運通車的重要基礎。

Entering into a Memorandum of Understanding (MOU) on Cooperation with Bureau of High Speed Rail, MOTC

Bureau of High Speed Rail, MOTC and Taoyuan Metro Corp. entered into the "MOU on Cooperation in Airport MRT Construction and Operation", registering and monitoring nearly one hundred critical defects one by one and requesting a phased improvement, laying the basis for operation and opening of the Metro Service.

2015
9月
Sep.

辦理運務處先行演練

為強化員工的緊急應變與動員編組能力，及提升對設備的熟練度，自 104 年 9 月至 11 月間，共辦理 21 場先行演練。

Rehearsals done in advance by Department of Transportation

In 2015, 21 rehearsals were conducted from September to November in order to strengthen the staff's emergency response and mobilization ability and to improve the proficiency of the equipment operation.

2015
9/10

設置機場第一、第二航廈電子票證服務櫃台

票證聯合服務櫃台，培養第一線人員熟悉票證作業，親身感受如何應對旅客及提供優質服務；亦逐步檢驗後端票證資料的正確性，及完善財會系統的行政流程。

Setting up airport e-ticket counters at Terminal 1 and Terminal 2

Taoyuan Metro Corp e-ticket joint service counters were set up at Airport Terminal 1 (T1) and Terminal 2 (T2) so that front-line staff could get familiar with ticket operations and experience dealing with passengers and in turn, provide quality services. This also allows progressive cross-check of backend ticket information and improve financial administrative system.

2015
10月
Oct.

首批取得雙證照同仁授證儀式

104 年 7 月報到的新進同仁，經過三個月的授課和課堂考試，以及實際至車站、維修廠站的跟班學習訓練，通過層層關卡的檢定，總算取得兩張專業證照。這批新的生力軍，將肩付著前線營運準備工作的重要使命。為慰勞同仁認真打拼的辛勞，由桃捷公司總經理陳凱凌親自主持授證儀式與頒發證書。

Charter Award Ceremony for the first personnel obtained dual certificates

Reporting to work in July 2015, the new recruits, after three months of lectures and classroom examinations as well as practical training at the stations and maintenance depots, overcame many testing hurdles and obtained dual certificates. These new forces would shoulder the important task of frontline operations. In order to appreciate their efforts, Kai-Ling Chen, the President of Taoyuan Metro Corp. personally presided over the charter ceremony and the issuance of certificates.

2015
12/2

接管 A12 及 A13 車站，由南向北逐步接收廠站

進駐接管 A12 機場第一航廈站及 A13 機場第二航廈站，正式往中段路線車站接收。同仁透過每日車站設備檢視和執行常勤務，獲得紮實的實務經驗與訓練效果，為將來正式營運打造堅實的基礎。

Taking over Airport Terminal Station A12 and Airport Terminal Station A13, progressively taking over stations northbound

Stationing in and taking over Airport Terminal 1 Station A 12 and Airport Terminal 2 Station A13, officially proceeding to the takeover of middle route stations. Through the daily inspection of station equipment and implementation of regular services, colleagues access to solid practical experience and training results to build a solid foundation for future formal operations.



WORDS OF THE CHAIRMAN

董事長的話

2

桃園大眾捷運股份有限公司奉桃園市鄭文燦市長指示，於 105 年 7 月 5 日召開常務董事會，選出本人以市府研考會主任委員身份兼任公司董事長，隨後於 9 月 13 日真除為專任董事長。在機場捷運即將通車之際，我銜命擔負公司運維和專業治理角色，以落實通車前的各項準備工作和接手公司通車營運任務。

105 年，公司在過往桃園機場捷運線營運籌備的基礎上，正式邁入營運準備階段。公司同桃園市政府、交通部、高鐵局等政府單位，共同抱持面對問題、研擬對策、解決問題的態度採取各種作為，接續參與「機場捷運營運推動專案」會議，共同成立「緊急故障排除小組」，並配合交通部監理調查委員會，逐一處理機場捷運的各項協調準備事項。本公司隨即進行全線接管，團隊更完成營運前運轉測試（PRSR）的 46 項演練和綜合型實車演練，以及共 108 場多重災害模擬演練，讓同仁們得以更為熟悉系統運作，並強化各類情況的快速應變處理。

通過系統穩定性測試是邁進正式通車營運的關鍵程序，104 年實際測試的穩定性不到 70%，但團隊同仁化被動為主動全力配合高鐵局，自 105 年 8 月 27 日起以尖峰 12 分鐘 / 離峰 15 分鐘之班距進行多次列車運轉測試，終於在 11 月 14 日到 20 日達成連續 7 天可用度達到 99% 的目標。接著更順利於 12 月先後完成初勘和履勘作業，實質接手營運。隨後交通部於 106 年 1 月 25 日將機場捷運營運許可公文發予桃園捷運公司，正式進入通車營運期。感謝同仁不眠不休齊力努力，

Acting on the order of Mayor Zheng Wencan of Taoyuan City, Taoyuan Volkswagen MRT Co., Ltd. held a standing board of directors on July 5, 2016, and I was elected as the president, holding a concurrent post of the municipal government research committee. Then, I was promoted to the full - time president on September 13. Now that the airport MRT is about to open, I was designated to assume the responsibility of the operation and maintenance as well as professional governance of the company in order to carry out the preparatory work before the opening of the airport MRT and take over the task of the opening and operation of the company.

In 2016, on the basis of the past preparation for Taoyuan International Airport MRT, the company officially stepped to the preparatory stage. The common attitude of our company and the Taoyuan city government, the Ministry of Communications, the High-Speed Railways and other government agencies is facing up to problems, developing countermeasures, and solving problems. We shall then continue to attend the "Airport Express Operation Project Conference", establish "Troubleshooting Team", and deal with the coordination aspect of the airport MRT business one by one in concert with the Ministry of Communications Supervision and Investigation Commission. Our company then took over the line. More than 46 exercises and comprehensive real-time exercises, and a total of 108 multiple disaster simulation exercises had been completed by our team, which allowed the colleagues to become more familiar with the operation of the system and to sharpen their capabilities of rapidly responding to situations of all kinds

Passing the system stability test is a critical procedure for the official opening. In 2015, the coefficient of stabilization was lower than 70%. Nevertheless, instead of passively waiting, the whole team took the initiative to fully cooperate with Bureau of High Speed Rail. Numerous operational

這一切成果和掌聲都歸於公司全體團隊同仁，謝謝一千多名同仁的堅持和心血付出。

公司於 106 年 2 月 2 日至 3 月 1 日投入為期一個月的試營運階段，進行全線壓力測試，目的在於增加人員熟練度、增加民眾熟悉度、提高系統服務水準，期間搭乘總運量達到 140 萬人次以上，真正通過營運前的質量測驗和考驗。公司將持續進行各項改善事項和優化作為，找出問題並加以改進，以提供國內外旅客安全穩定、舒適便利的捷運系統，每一天每一刻兢兢業業做好每一個工作。

我在桃園機場捷運線正式通車的此刻，將和團隊同仁繼續攜手前進，迎接桃園捷運時代的來臨。桃捷公司將打造桃園機場捷運線成為最具特色的機場捷運、通勤捷運、生活捷運、智慧捷運。機場捷運一定不會辜負大家的等待，公司會讓等待變得更值得，讓機場捷運成為桃園的驕傲，更成為台灣的驕傲。



tests had been performed at the headway period from 12-minute peak time to 15- minute off-peak time since Aug. 27, 2016, and finally reached the target of 99% in terms of availability during 7 consecutive days from Nov. 14 to Nov. 20. Afterwards, the initial and final inspection & testing were both completed successfully in December. Substantive takeover was thus attained. Then the Ministry of Transportation issued the airport MRT operational license to Taoyuan MRT Company on Jan. 25, 2017, when we officially started operations. I have all my colleagues to thank for your sleepless effort and collaboration. All the results and applause are attributed to all the company colleagues. Many thanks to the team of more than a thousand colleagues for your persistence and dedication.

From Feb. 2 to March 1, 2017, our company plunged into a one-month trial operation, when stress testing was done along the entire line. The purpose is to enhance staff proficiency, increase public awareness and improve system service standards. During that period, the total volume reached 1.4 million, and undoubtedly passed the preoperational quality tests. Our company will continue with the improvement and optimization, identify problems and fix them so as to provide domestic and foreign travelers a safe and stable, comfortable and convenient MRT system. We will give our very best to every job, every single moment and every single day.

At the moment when the Taoyuan Airport MRT line officially opens, the team colleagues and I will continue to move forward hand in hand to greet the arrival of Taoyuan MRT era. Taoyuan MRT Company will try to make Taoyuan Airport MRT line the most distinctive airport MRT, commuting MRT, life MRT, and intelligent MRT. We will definitely not fall short of everyone's expectations. Our company will make the airport MRT line well worth the wait, and make it the pride of Taoyuan City and Taiwan as well.



WORDS OF THE PRESIDENT

總經理的話

3



桃園機場捷運延宕通車多次，讓國人久等了！幸而 104 年在公司所有同仁的努力之下，「安全、穩定」通車不再遙遙無期。在這關鍵的一年，桃捷公司從不安的等待接收，蛻變為積極參與測試，與高鐵局共同改善系統、並肩邁向通車的重要伙伴。

這段日子，我們從兩百多人、僅能做營運前行政籌備作業的規模，擴編成為一千餘人、已經準備好接手營運的公司。這一年，公司堅決執行「兩張專業證照」制度，新進員工上課、實地操作，晚上還組織讀書會自我鞭策，訓練教室裡的氣氛比大學圖書館期末考前的氣氛還緊張、熱絡。因為我們深刻感受到國人期盼早日通車的殷切心情。

Taoyuan Airport MRT's multiple delays of its official launch date has caused a long period of waiting and anticipation for the public. Fortunately, in 2015, under the joint efforts of all colleagues in our company, "safe and stable" opening of Metro service was no longer an unforeseeable future. In this pivotal year, Taoyuan Metro Corp. transformed from a company waiting for management takeover, to active participation in testing and joint improvement of the system with the important partner Bureau of High Speed Rail side by side towards the goal of opening of Metro service.

During this period of time, we transformed from a company of a mere 200 people that could barely manage the preparatory administrative work before the operation, into one with more than 1,000 employees which was ready to take over the operation of Taoyuan Metro. This year, our Company was firm on the implementation of the "dual certificate" system, new staff classes, field operations and evening reading groups organized for worker's self-improvement. The training classroom atmosphere was at a higher degree of tension and activeness than even that of university libraries prior to final exam, because we are aware of the public's anticipation to an early opening of the Metro Service.

我們在這一年成立管制室，將訓練測試成果鉅細靡遺的留下紀錄、歸納分析，作為改善系統的依據，我們還在鄭文燦市長的帶領下，與交通部簽訂備忘錄，奠定中央地方攜手拼通車的堅實基礎。

此外，我們陸續接收部分廠站，精進維修技術，提前熟悉周遭環境，厚植車務、運務管理能力... 這段路走來艱辛，卻也讓我們成長不少，對通車後的營運更有信心。回首一年前，我們對系統缺失一無所知，感到茫然，繼而發現可用度僅約 60%... 到了 105 年底，已經改善至 98%，距離新修訂的「初履勘作業要點」99%的規定，只差最後一步。

我必須感謝這段期間跟我一起艱苦打拼的弟兄同仁們，雖然最後一里路不好走，通車營運後更是任重道遠，但我們曾一路克服過許多的困難，在長夜將盡，天光乍現之際，我們要更用心，更紮實的去做好每一件營運前的整備、訓練工作，屬於桃捷大家庭每一份子的榮耀，將在通車之日來臨。

This year, we set up an Operation Management Office that records training and testing results on paper, inducting and analyzing them, to form the basis of the system improvement program. We have also, under the leadership of Mayor Wen-Tsan Cheng, signed a memorandum with the Ministry of Transportation and Communications, laying a solid foundation for central and local efforts on the opening of Metro Service.

In addition, we continued to take over management for various plants and stations, enhanced maintenance technology, and familiarized with the surrounding environment ahead of schedule, cumulatively increased the management ability of vehicle and transportation administration. This process was long and full of hardship but it helped us improve ourselves and made us more confident in operations for the initiation of the Metro Service. Looking back a year ago today, we knew nothing about the system defects and were bewildered, and we found that the availability was only over 60%. We improved to 98% by the end of 2016, and there's finally only one last step for reaching 99% prescribed in the newly revised "Rules of Final Inspection Tests".

I must thank my fellow colleagues, who worked hard with me during such period. Although the last mile could be the longest mile, the responsibility will undoubtedly be heavy after the opening of the Metro Service, we have overcome many difficulties. The darkest hour is that before the dawn, now more than ever, we have to focus on the completion of preoperational preparation as well as training. When the opening day of the Metro Service arrives, so will the sense of pride for all Taoyuan Metro Corp. members.



ORGANIZATIONAL STRUCTURE

組織結構

4



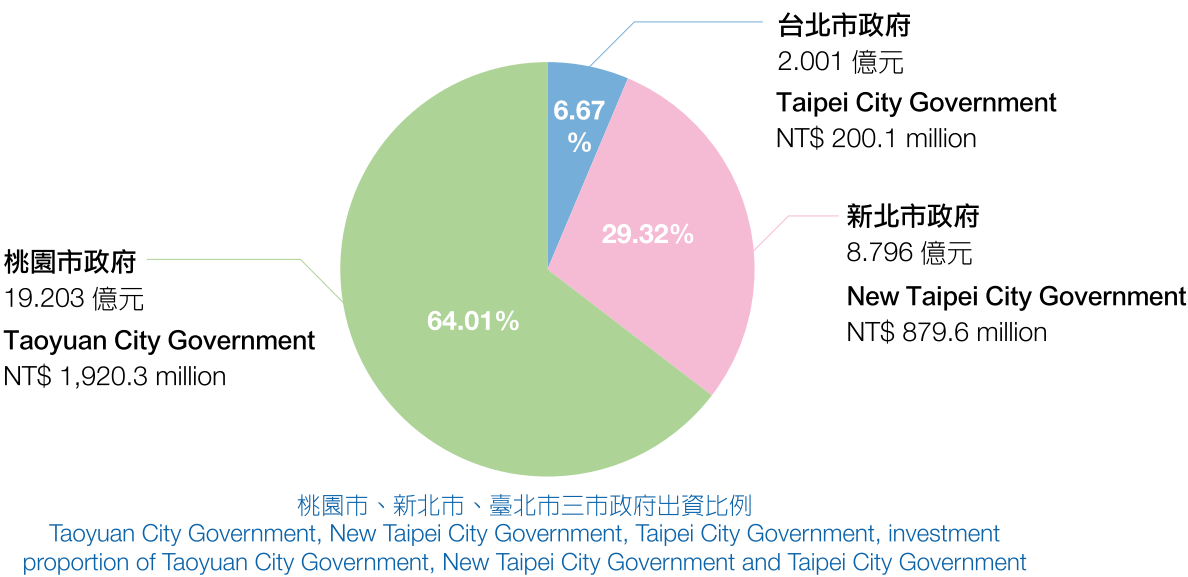
1 資本額與股東結構 | Share Capital & Shareholder Structure

桃園市政府依交通部 98 年 9 月 1 日發函指定擔任「臺灣桃園國際機場聯外捷運系統設計計畫」之地方主管機關。桃園市政府邀集路線行經之台北市政府、新北市政府召集籌備會議，為利捷運推動及三市合作關係建立，由三市政府共同出資成立「桃園大眾捷運股份有限公司」。

依照機場捷運路線行經行政區域之比例劃分資本及股權比例，分別為桃園市政府 19.203 億元（64.01%）、新北市政府 8.796 億元（29.32%）、臺北市府 2.001 億元（6.67%），資本總額為 30 億元（100%），至 103 年 12 月底資本全數到位。

The Taoyuan City Government was designated as local competent authority for the "Construction of Mass Rapid Transit System for Taiwan Taoyuan International Airport" issued by the Ministry of Transportation and Communications on September 1, 2009. The Taoyuan City Government invited the passing-through Taipei City Government and the New Taipei City Government to convene the preparatory meeting. In order to facilitate the establishment of the MRT and the cooperation relationship among the three cities, the three city governments jointly funded the establishment of "Taoyuan Metro Corp."

The amount of capital and the share proportion based on the Airport MRT passing through the administrative areas respectively were the Taoyuan City Government NT\$ 1,920.3 million (64.01%), the New Taipei City Government NT\$ 879.6 million (29.32%) and the Taipei City Government NT\$ 200.1 million (6.67%), the total capital was 3.0 billion (100%) and should be fully in place by the end of December 2014.



表：桃園大眾捷運公司股東出資狀況表
Table: Taoyuan Metro Corp. Statement of Shareholders' Capital Contribution

縣市別 Name of City	99 年度 2010	100 年度 2011	101 年度 2012	102 年度 2013	103 年度 2014	資本額合計 Total Capital
臺北市府 Taipei City Government	-	0.667	0.667	0.667	-	2.001
新北市政府 New Taipei City Government	-	-	-	5.864	2.932	8.796
桃園市政府 Taoyuan City Government	1.000(註)	5.401	6.401	-	6.401	19.203
資本額小計 Subtotal Capital	1.000	6.068	7.068	6.531	9.333	30.000

註：為籌設桃園捷運公司，桃園縣政府於 99 年度預付 1 億元股本作為本公司設立及運作資金，並於 100 年度繳付當期剩餘股款。
Note: For the purpose of establishing Taoyuan Metro Corp., Taoyuan County Government prepaid NT\$ 100 million share capital in 1999 as the Company's establishment and operating fund, and paid the remaining balance in 2011.



2 董事會成員 | Members of the Board

董事長為何煥軒，並為常務董事；總經理為陳凱凌。董事席次共為 15 席，由桃園市、新北市與臺北市三市政府股東，依出資比例分別推派代表出任。成員名單如下：

Chairman and managing director of the Board was Nuan-hsuan Ho; general manager was Kai-Ling Chen. A total of 15 seats were held by shareholders from Taoyuan City Government, New Taipei City Government and Taipei City Government of which the representatives were elected in accordance with the investment proportion. The members were as follows:

董事長 Chairman	何煥軒 / 兼為常務董事 Nuan-hsuan Ho / was also a Managing Director
常務董事 Executive Director	高宗正 / 新北市政府副市長 Tsung-cheng Kao / Deputy Mayor of New Taipei City Government 鄭佳良 / 臺北市政府交通局副局长 Chia-liang Cheng / Deputy Director General of Transportation Department, Taipei City Government 李憲明 / 桃園市政府都市發展局長 Hsien-ming Li / Director of Urban Development Bureau, Taoyuan City Government 劉坤億 / 桃園市政府研究發展考核委員會主任委員 Kun-i Liu / Chairman of Research and Evaluation Commission, Taoyuan City Government 張昌財 / 桃園市政府經濟發展局長 Chang-tsai Chang / Director of Department of Economic Development, Taoyuan City Government 胡英達 / 桃園市政府消防局長 Ying-ta Hu / Director of Fire Department, Taoyuan City Government 拱祥生 / 桃園市政府工務局長 Hsiang-sheng Kung / Director of Department of Public Works, Taoyuan City Governmen 周春櫻 / 桃園市政府法務局長 Chun-ying Chou / Director of Department of Legal Affairs, Taoyuan City Government
董事 Director	陳錫禎 / 桃園市政府地政局長 Hsi-chen Chen / Director of Department of Land Administration, Taoyuan City Government 邱莊秀美 / 桃園市政府文化局長 Hsiu-mei Chiu Chuang / Director of Department of Cultural Affairs, Taoyuan City Government 陳凱凌 / 桃園大眾捷運股份有限公司總經理 Kai-ling Chen / President of Taoyuan Metro Corp. 趙紹廉 / 新北市政府顧問 Shao-lien Chao / Consultant of New Taipei City 呂衛青 / 新北市政府財政局長 Wei-ching Lu / Director of Finance Department, New Taipei City Government 康秋桂 / 新北市政府地政局長 Chiu-kuei Kang / Director of Department of Land Administration, New Taipei City Government
監察人 Supervisor	歐美鑾 / 桃園市政府財政局長 Mei-huan Ou / Director of Finance Department, Taoyuan City Government 陳慧娟 / 桃園市政府主計處長 Hui-chuan Chen / Minister of Department of Budget, Accounting and Statistics, Taoyuan City Government 陳嘉興 / 新北市政府顧問 Chia-hsing Chen / Consultant of New Taipei City

註：以 2015.12.31 在任董事會成員名單為準。
Note: Incumbent members of the board of directors as of Dec. 31, 2015 shall prevail.

3 組織架構 | Organizational Structure

公司成立於 2010 年，至 2013 年 4 月 29 日，組織規程由當時主管機關桃園縣政府核轉交通部備查，確定分屬 7 處 2 室推動相關權責業務。以務實敬業的態度，努力推動營運準備工作。

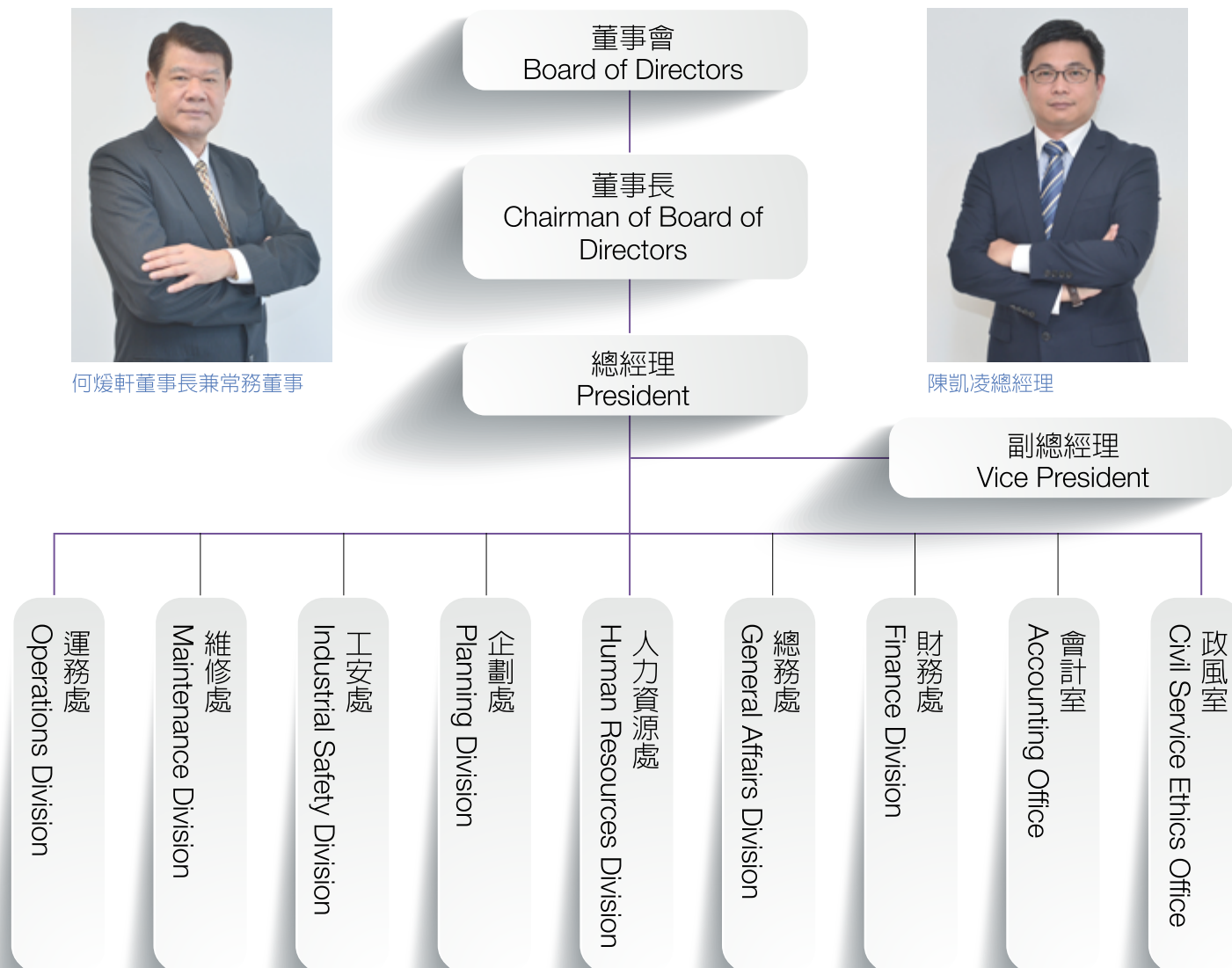
The company was established in 2010 as of April 29, 2013, the regulations of organization transferred to the Ministry of Transportation and Communications for reference from the then competent authorities in Taoyuan County Government to determine the relevant powers and responsibilities business promoted by seven departments and two offices with pragmatic and dedicated attitude, striving to facilitate the operation of the preparatory work.



何煥軒董事長兼常務董事



陳凱凌總經理



圖：桃園捷運公司組織架構

Figure: Organizational Structure of Taoyuan Metro Corp.

運務處 Operations Division

為提供信賴可靠與卓越服務的捷運運輸，配合路線興建架構編列而成，主要為行車控制、車務、站務等規劃管理及業務執行、運務相關規章制度之研（修）訂等事項。二級單位包括：行控中心、站務中心、車務中心、運管課、票務課。

Constituted for the purpose of providing reliable and excellent MRT services, in conjunction with the route to build the structure. This is mainly concerned with the planning and management of traffic control, vehicle administration, station operations, and the research and development of relevant rules and regulations regarding business execution and transportation. The secondary units include: Operations Control Center, Station Operations Center, Train Operations Center, Operations Management Section and Ticket Section.

維修處 Maintenance Division

為提供信賴可靠與卓越服務的捷運運輸，配合路線興建架構編列而成，主要為行車控制、車務、站務等規劃管理主要負責車輛、機具、軌道、機電設施等之維修業務、維修技術之發展、小型新增及改善工程規劃、維修相關規章制度之研擬。二級單位包括：車輛廠、電子廠、電機廠、軌道土木廠、維管課。

Mainly responsible for the development of maintenance operation and technology on vehicles, machinery, rail, electrical and mechanical facilities, and research of relevant rules and regulations for small newly and improving project planning as well as maintenance. The secondary units include: Rolling Stock Plant, Electronic Plant, Electronic Engineering Plant, Track and Civil Engineering Plant and Maintenance Management Division.

工安處 Industrial Safety Division

負責勞工安全衛生及營運之規劃督導、公司品質管理、品質稽查、環境保護及環評承諾之工作執行、災害防救、系統安全與緊急應變等相關業務推動與督導等相關事項。二級單位包括：品保組、勞安衛生組。

Responsible for the planning and supervision of occupational safety and health and operation, implementation of quality management, quality inspection, environmental protection and EIA commitments, related business promotion and supervision of disaster prevention, system security and emergency response and other relevant matters. The secondary units include: Quality Control Section and Section of Occupational Safety and Health.

總務處 General Affairs Division

負責掌理法務、公共關係、採購、文書印信、財物維護管理、事務管理、採購、倉儲及其他公司性活動辦理。二級單位包括：行政事務組、供應組。

Responsible for handling legal affairs, public relations, procurement, document and chop management, property maintenance management, transaction management, purchase, storage and other corporate activities. The secondary units include: Administrative Management Section and Purchasing and Warehousing Section.

企劃處 Planning Division

負責公司經營策略之研擬、研考及綜合規劃、開發事業規劃與執行、捷運沿線周邊土地開發規劃、制定招商策略、資訊管理與運務系統規劃發展、辦公室應用系統推動及維修管理系統維護、硬體設備管理與資訊問題排除及技術支援等相關事項。二級單位包括：企劃組、資訊組。

Responsible for the development and draw up, investigation of business strategy and comprehensive planning, development planning and implementation, land development planning around the MRT, formulation of investment strategy, information management and transportation system planning and development, office application system promotion and maintenance management system maintenance , hardware device management and information troubleshooting and technical support and other related issues. The secondary units include: Planning and Business Section and Information Technology Section.

財務處 Finance Division

負責公司財務規劃、現金收支、有價證券及保管品之管理、資金運用、財產管理、捷運系統重置經費規劃、保險規劃、股票發行及管理、其他財務業務相關事項。二級單位包括：財務組、財產組。

Responsible for financial planning, cash receipts and payments, management of negotiable securities and items in custody, application of fund statement, asset management, resettlement planning of MRT system, insurance planning, stock issuance and management, and other financial business related matters. The secondary units include: Cash Management Section and Assets Management Section.

人力資源處 Human Resources Division

負責規劃公司組織發展、人事管理及制度研(修)訂、員工職涯發展規劃及訓練、員工關懷、勞資關係等事項。

Responsible for the planning of organizational development, personnel management and system research (revision), staff career development planning and training, staff care, labor relation and other matters.

會計室 Accounting Office

負責預(決)算編制與執行控管、會計帳務處理、內部審核之執行、成本管理及成本分析、營業稅及營利事業所得稅編制及申報、會計相關制度之研(修)訂、其他會計及統計相關事項。

Responsible for preparation and execution of budget, accounting transaction, implementation of internal audit, cost management and cost analysis, preparation and reporting of business tax and profit tax, research (revision) of accounting-related systems, other accounting and statistics related matters.

政風室 Civil Service Ethics Office

其主要職掌為政風法令擬訂及宣導、員工貪瀆不法之預防、發掘處理檢舉事項、公務機密維護及其他有關政風事項。

The main duties are the draft and promotion of ethics rules, prevention of employees' corruption and unlawful activities, discovery and handling of prosecution matters, maintenance of official secrets and other related ethics issues.

4 人力概況 | Manpower Profile

至 2015 年 12 月 31 日止，公司自有人力 689 人，平均年齡 32.83 歲，大專程度以上人員達 98%。員工素質高、年輕有活力，並俱備專業能力與實務經驗，願意接受挑戰，發揮替民衆服務的精神，投身大眾捷運運輸業，為公司最大的無形資產。

As of December 31, 2015, the Company has 689 workers with the average age of 32.83 years old, college degree or above accounted for 98%. The quality of the staff was high, young and energetic, possessing professional skills and practical experience, willing to accept challenges, bringing into full play the spirit of public service, joining the mass transit transport industry, which constituted the Company's largest intangible assets.

員工人力概況表 Employees' Manpower Profile			
員工總人數 Total Number of Employees	689 人		性別分布比率 Sex Ratio Distribution
員工性別統計 Employee Gender Statistics	男 Male	483 人	70.10%
	女 Female	206 人	29.90%
員工平均年齡 Employees' Average Age	32.83 歲 32.83 years old		學歷分布比率 Education Distribution Ratio
員工教育程度統計 Statistics on Employee Education	博士 PhD	5 人	0.73%
	碩士 Master	147 人	21.34%
	大學 Bachelor	496 人	71.99%
	專科 College	28 人	4.06%
	高中 Senior High	13 人	1.89%

至 2015 年 12 月 31 日止
As of Dec. 31, 2015

STEPPING FORWARD TO ACHIEVE METRO SERVICES OPENING & A BREAKTHROUGH YEAR

邁向通車之路

突破性的一年





桃園市長鄭文燦、桃捷公司董事長何煥軒及總經理陳凱凌與 Lamigo 球員體驗機場捷運

一零四年，桃捷公司為安全、穩定通車奠定了關鍵性的基礎，對這條國人期待多年的機場捷運來說，可以說是飛躍的一年 ...。

這一年，桃捷公司從四百多人、僅編制員額一半人力的公司，擴充為上千人的規模，教育訓練、行政制度及運作趨近完備；這一年，機場捷運系統的可用度從僅約 60% 提升到 105 年 10 月的 98%，因為這一年奠定的基礎，市長鄭文燦有信心宣布，在安全、符合法令規範的前提下，以 105 年年底為通車目標。

In 2015, Taoyuan Metro Corp. laid a solid foundation for the safe and stable opening to traffic which could be said to be a bright year in terms of the airport MRT as far as people had been concerned for years.

This year, Taoyuan Metro Corp. expanded from a company with the scale of a few more than four hundred people which was only half of the personnel deployment into the one with more than 1,000 employees and the education and training, administrative system and operation were nearly completed; this year, the availability of the Airport MRT system was improved to 98% as of October 2016 from only over 60%. Because of this year's foundation, the mayor Wen-Tsan Cheng confidently announced to target date for the Metro launch would be by the end of 2016 under the premise of safety and compliance with laws.

1 備忘錄簽訂 Entering into a Memorandum

中央地方建立共識與互信的開始，安全穩定通車得到初步保證
The beginning of the establishment of consensus and mutual trust between the central and local agencies, initially ensuring the traffic security and stability

為求儘速通車，交通部高鐵局與承包商丸紅公司希望合併 IST（系統整合測試）與 PRSR（營運前試運轉）兩項法定重大測試，並壓縮測試期程，桃捷公司對此持保留態度，加上「減價驗收」相關報導傳出，雖然交通部否認，卻使得中央地方互信基礎變得薄弱。為此，鄭文燦市長主動尋求共識，偕同桃捷公司董事長何煥軒與交通部前部長陳建宇、高速鐵路工程局局長胡湘麟簽訂備忘錄，打破僵局，該備忘錄協議事項，讓安全通車獲得初步保障，交通部開始正式核心機電系統的諸多缺失，並同意成立「營運專案檢視小組」，允諾在通車前改善一百多項系統缺失，同時由高鐵局協助排除解決廠商與其下（分）包商的屢約糾紛，避免影響機場捷運工程。

由於過去桃捷公司並非機場捷運工程合約的任何一方，只能被動等待接收，簽訂備忘錄後，桃捷公司得以主動參與維護工作學習，配合提供測試人力，提前熟悉系統設備，進而逐步接管廠站。此外，交通部允諾負擔測試及初履勘費用、通車初期一個月之試乘、行銷費用，甚至，交通部在備忘錄的附件中承諾，為保證營運不中斷，若機場捷運發生不可抗力事件，發生需即時改善、修

For the sake of speeding up the opening of Metro Service, the Bureau of HSR, MOTC and the contractor Marubeni Corp. intended to merge IST (System Integration Test) and PRSR (Pre-revenue Service Running) two major statutory tests and to compress the testing period about which Taoyuan Metro Corp. expressed reservations, plus the "acceptance at a reduced offer" related news coverage, as a result the mutual trust between the central and the local governments became weak, although the Ministry of Transportation and Communications denied it.

To this end, Mayor Wen-Tsan Cheng initiatively sought consensus and signed a memorandum with Jian-Yu Chen, former minister of the Ministry of Transportation and Communications to break the impasse. The memorandum agreement rendered the preliminary security possible for the safe opening of MRT Service and the Ministry of Transportation and Communications began to formally care about a great deal of core mechanical and electrical system defects, and agreed to set up an "Operation Review Team", promising to improve more than 100 system deficiencies before the its launch, and with the help of the Bureau of HSR to solve the repeated disputes between manufacturers and their subcontractors to avoid influence on the Airport MRT project.



營運檢視專案小組會議
Operation Review Team Meeting

復事項，可重啟機場捷運設計畫特別預算，雙方攜手合作，共同為安全通車而努力。

In the past, Taoyuan Metro Corp. was not a party contracting in the airport MRT project, hence we could only passively wait to take over management. After the signing of the memorandum, Taoyuan Metro Corp. company could initiate participation in maintenance learning, work in conjunction with others to provide testing personnel, get familiar with the system equipment in advance, and gradually take over the plant. In addition, the Ministry of Transportation and Communications promised to bear the burden of testing and initial survey costs, the first month costs of test ride and marketing process involved upon it's launch, and even, the Ministry of Transportation and Communications made a commitment in the annex to the memorandum to ensure uninterrupted operation, immediate improvement and repair matters in case of force majeure occurred in the Airport MRT, restarting the Airport MRT construction special budget, hence the two parties could jointly work for a safe launch.



104 年 7 月 13 日第一階段總結會議
Phase 1 Wrap-Up Session on July 13, 2015

安全性缺失 14 項，非安全性缺失 58 項
14 defects on safety issues, 58 defects on non-safety issues

104 年 10 月 15 日第二階段總結會議
Phase 2 Wrap-Up Session on October 15, 2015

安全性缺失 6 項，非安全性缺失 32 項
6 defects on safety issues, 32 defects on non-safety issues

105 年 3 月 9 日第三階段總結會議
Phase 3 Wrap-Up Session on March 9, 2016

安全性缺失 5 項，非安全性缺失 14 項
5 defects on safety issues, 14 defects on non-safety issues

營運檢視專案小組 - 提列桃園捷運缺失改善項目表
Table: Operation Review Team - Presentation of defects improvement on Taoyuan MRT Project

2 管制室成立
Setting up Operation Management Office

掌握測試資料，獲得要求廠商改善系統的依據
To master the test data, to obtain the basis for the purpose in demanding the manufacturers to improve the system

104 年 5 月之前，桃捷公司對於各項測試數據完全無法掌握，核心機電系統承包商丸紅亦無須對桃捷公司負責，我們即將接手營運的這條捷運到底隱藏了什麼問題？系統是否堪用？都是廠商說了算。沒有測試數據，就無法要求廠商改善，「安全、穩定」之路迢迢。

為了瞭解真實狀況，總經理陳凱凌下令成立管制室，每一次測試、每一項工程查核、每一次巡檢、每一次技術會議記錄，甚至不放過任何一張報修工單，並把逐日留下細密翔實的紀錄，並予以系統化的整理，我們終於瞭解機捷系統有哪些缺失樣態亟待修復改善，總經理說：「勇於面對問題，才能徹底解決問題」。

管制室的成立，讓機捷的系統改善有了依據。

軌道現勘及墊片檢查改善作業
Improvement operations of track survey and gasket inspection



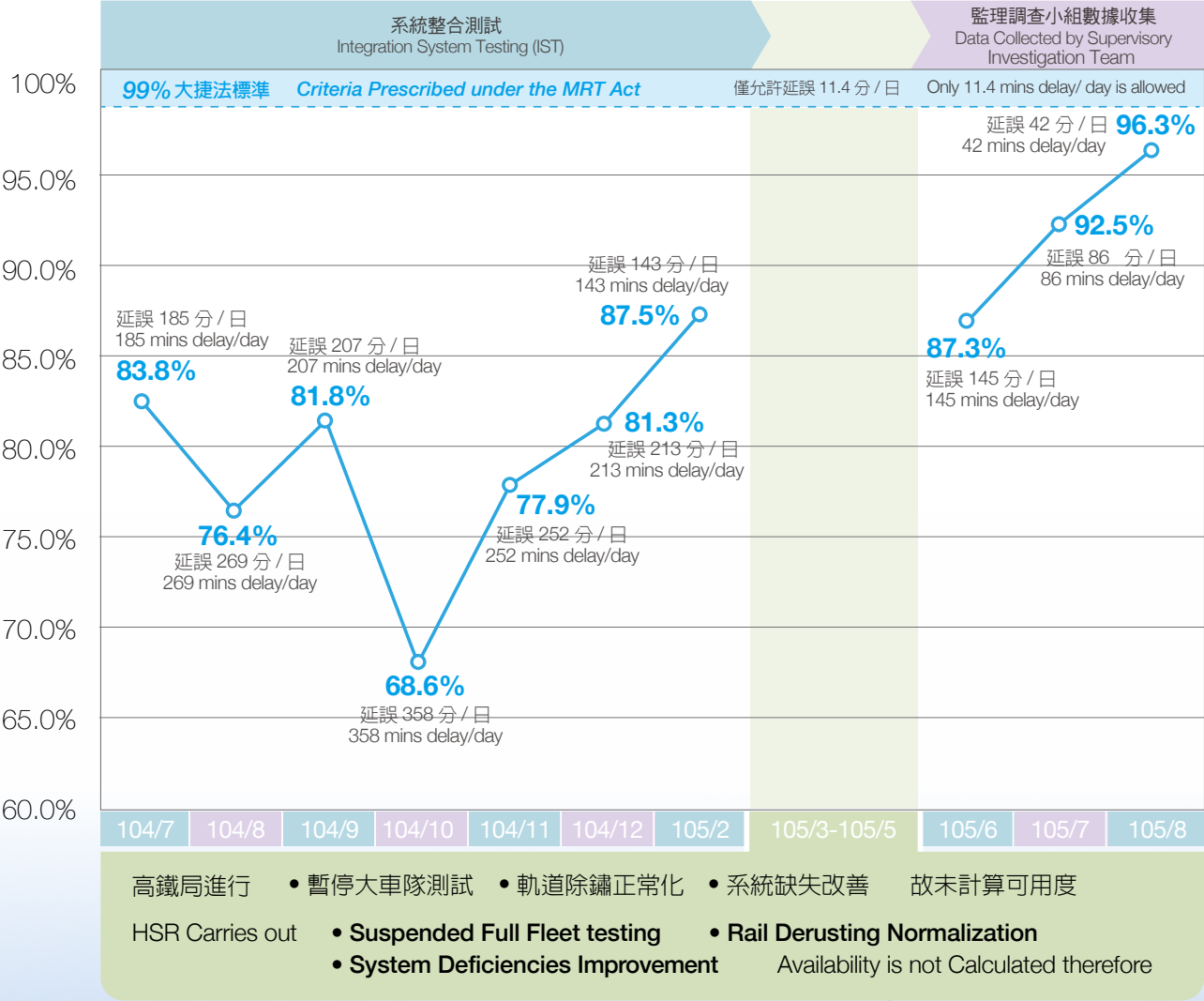
Before May 2015, the company was entirely unable to grasp the test data and the core mechanical and electrical system contractor Marubeni was not responsible for the Company either. What problems in the end had been hidden behind the MRT of which the operation we were about to take over? Whether the system was capable of being used? All were subject to the manufacturers' final decision. You could not request the manufacturers to improve any situation without test data, as a result it would render the "security and stability" impossible. In order to understand the real situation, President Kai-ling Chen demanded that an Operation Management Office should be established, and every test, every project examination, every inspection, all the technical meeting minutes, even a work order should be daily stated and recorded in detail as well as systematically sorted out. We finally understood what types of defects in the Airport MRT system were to be repaired and improved. The President said "the problems will not be solved unless we bravely face them".

The establishment of the control room made it possible to provide the Airport MRT system with an improvement basis.



董事長何煥軒進行軌道視察作業
Chairman conducts the track inspection operations

表：系統可用度趨勢分析（月平均值）
Table: Analysis on System Availability Trend (Monthly Mean Value)



3 陸續接收廠站
Successively Take Over and Administer Stations

熟悉系統，提供旅客最佳服務
To get familiar with the system, providing passengers with the best service

桃捷公司董事長何煖軒表示，台灣的軌道業，百年老店台鐵與 BOT 的高雄捷運、台灣高鐵，都是自己興建，自己經營；而台北捷運則是捷運工程局興建後交由捷運公司營運，兩個單位均隸屬臺北市政府；唯獨桃園捷運與台中捷運，是中央發包、興建後，再轉移給地方政府轄下的捷運公司，其缺點是無法在興建階段就熟悉系統，精進技術，熟悉各站環境。104 年 3 月 31 日，我們進駐接管 A17-A21，跨出第一步，就是為了提升維修技術、站務及車務管理能力，提供旅客更優質的服務，到了 105 年八月，桃捷公司進駐 A1-A7 站，至此，全線廠站均已接手，全體員工戰戰兢兢為通車營運作最紮實的訓練與準備。



表：車站進駐接管期程表
Table: Station Takeover Schedule

104 年 03 月 31 日 March 31, 2015	進駐接管 A17-A21 站 Taking over Stations A17 - A21
104 年 12 月 02 日 December 2, 2015	進駐接管 A12-A13 站 Taking over Stations A12 - A13
105 年 01 月 15 日 January 15, 2016	進駐接管 A8-A9 站 Taking over Stations A8 - A9
105 年 03 月 21 日 March 21, 2016	進駐接管 A10-A11 站 Taking over Stations A10 - A11
105 年 04 月 25 日 April 25, 2016	進駐接管 A14a-A16 站 Taking over Stations A14a - A16
105 年 08 月 15 日 August 15, 2016	進駐接管 A1-A7 站 Taking over Stations A1 - A7

With respect to Taiwan's railway industry, the Taiwan Railway, known as a "century-old shop", the Kaohsiung MRT (BOT) and the Taiwan High Speed Rail (BOT) were all self-built and self-operated projects; while the Taipei MRT was built by MRT Bureau and operated by the MRT company; only Taoyuan MRT and Taichung MRT were contracted out by the central government and transferred to the MRT companies managed by the local governments after construction, of which the shortcomings presented a failure to be able to get familiar with the system, each station environment nor obtain sophisticated technology early in the construction phase. On March 31, 2015, we stationed in and took over A17-A21. We took the first step in order to enhance the maintenance technology, management capacity of station affairs and vehicle administration, providing passengers with better services. In August 2016, Taoyuan Metro Corp. entered Stations A1- A7. All stations had been taken over until then, all members of staff underwent the most solid training and preparation for the Metro Service launch.

4 密集的演練與壓力測試
Intensive Rehearsals and Stress Tests

面對壓力情境，挑戰營運能力極限
To face stress situations, to challenge the limits of operational capacity

董事長何煖軒說除了陸續接管廠站，提升營運能力，桃捷公司在 104 年規劃了各種測試項目，其中最重要的是 ME01 標的自主訓練。運務處以 IST30.1 為主軸，配合其他 IST 測試項目，展開各項訓練計畫，除了藉此取得系統測試數據，也讓第一線同仁更加熟稔系統操作的實際狀況，據以調整作業程序以及行車規劃。但總經理認為，照表操課有好的表現不足為奇，若面臨尖峰人潮、突發狀況，是否有能力因應，才能確保營運品質。

為此，桃捷公司先規劃票務系統的壓力測試，兩百名新進員工短時間內分別以不同票卡、不同優惠方案；反覆、不間斷的進站出站，模擬跨年晚會、職棒冠軍賽時、短時間上萬人次旅客湧進特定車站的狀況，測試票務系統是否能夠承受，雖然我們發現了問題，也慶幸因為提早發現，而使問題逐步解決。

In addition to the successive station takeover and enhancement of operational capacity, Taoyuan Metro Corp. planned a variety of test items in 2015 wherein the most important was ME01 independent training. Operations Division started the training program centered on IST30.1 and collaborated with other IST test items. In addition to obtaining system test data, the frontline colleagues got additionally familiar with the actual operation of the system through which to adjust the operating procedures and traffic planning. However, the President believed that to exercise totally on schedule was no better than good performance, the ability to respond to peak hours and unexpected situations was an absolute assurance of operation quality.

To this end, Taoyuan Metro Corp. firstly regulated ticketing system stress tests, with two hundred new employees repeatedly getting in and out of the station within a short period of time, respectively, with different tickets and different preferential programs; simulating New Year's Eve, professional baseball championship, tens of thousands of passengers entering the situation of a particular station to test whether the ticketing system could withstand that or not. Although we found the problem, fortunately the problem was gradually resolved on account of early detection.

票務系統壓力測試 - 模擬大型活動旅客瞬間湧入捷運車站
Ticketing system stress tests - Simulation of large-scale activities with a large number of passengers getting in and out of the station within a short period of time.



A18 高鐵桃園站火災演練
A18 Taoyuan HSR Station Fire Rehearsals





模擬列車故障旅客下軌道疏散演練
Simulation of train passenger evacuation down on the track in the train malfunction situation.



維修處車輛復軌模擬演練
Simulation of vehicle re-railing exercise, Maintenance Division

接著，桃捷公司又規劃了災害搶救、突發事故造成的降級營運等狀況，訓練同仁處理應變能力。同時，我們也在台北跨年晚會當晚，派員取經，學習北捷公司如何處理一整個晚上暴增的運量。

Then, Taoyuan Metro Corp. also planned a rescues for disasters and accidents caused by downgrading operations and other conditions, training colleagues to cope with resilience to stress. At the same time, we also sent staff on the New Year's Eve to learn from Taipei Metro on how to deal with the surge of traffic throughout the night.



模擬 A18 高鐵桃園站列車爆炸演練
Simulation of train explosion at A18 Taoyuan HSR Station



維修處車輛復軌演練 - 列車頂升作業
Vehicles re-railing exercise - train jacking operations, Maintenance Division



桃捷公司第一航廈 (T1) 電子票證聯合服務櫃臺
Taoyuan Metro Corp T1 e-ticket counters

甚至為了讓新進員工體會真實的站務經營，桃捷公司設置 T1、T2 機場櫃臺，除了行銷機捷，更要讓管理部門有實際會計、稽核經驗，讓新進員工有面對旅客的實際營業經驗。

Furthermore, in order to allow new employees to experience the real station operations, Taoyuan Metro Corp. set up airport T1 and T2 Joint e-ticket counters. In addition to marketing the Airport MRT, we provided the management department with actual accounting and audit experience, so that new employees could experience how to actually face the passengers.



台北捷運跨年活動觀摩 - 實際操作人潮管制作業
Observing and learning from Taipei MRT on New Year's Eve - Actual crowd control operations

5 學習型的公司 A learning Company

證照結合「不進修則歸零」的在職進修制

Combining certificates with "study further or return to zero" in-service training system

「台灣沒有一所大學，設有軌道專業系所」，陳凱凌總經理認為，不管你在學校主修什麼，都有機會成為軌道界的尖兵，因此在職進修特別重要。桃捷公司是台灣軌道界第一個要求新進員工必須取得雙證照的捷運公司，其餘同業對營運部門同仁都只要有一張證照的要求，且各部門涇渭分明，入行被分配取得某部門相關證照，則鮮有機會、且日子久了也沒有能力跨部門任職，如此會產生部門間的本位主義與營運界面的盲點，且不利人力支援作業，因此陳凱凌總經理鼓勵同仁，盡量先後取得維修與運務的相關證照。

更重要的是，桃捷公司的專業證照「取得不易、保有辛苦」。為確保考試的嚴謹、維持證照的門檻，桃捷公司特別禮聘高捷與北捷的幹部擔任考官，沒有實力，無法一次取得證照；此外，桃捷公司的專業證照有「回訓制度」，取得證照後，不管任職哪個部門，到了一定時間必須回訓，溫故知新。

"There are no universities in Taiwan with a department of Professional Railing Affairs", Kai-Ling Chen, the President, believed that no matter what major, you have the opportunity to become the vanguard of the rail industry, thus on -job training is particularly important. Taoyuan Metro Corp. is the first MRT company in Taiwan's rail industry to request new employees to obtain dual certification, while the rest of the same industry only require one license, and all sectors are clearly divisive, once an employee enters the certain division, he/she shall be assigned to obtain a related license and there are few chances to work cross-departmentally, as a result this will produce parochialism and a blind spot of operational interface between departments, as well as produce adverse human support operations, so President Kai-Ling Chen encourages colleagues to gain maintenance and transportation related licenses as far as possible.

More importantly, the Company's professional license was "not easy to obtain and difficult to maintain". In order to ensure the rigor of the examination and to maintain the threshold of the license, Taoyuan Metro Corp. specially hired the cadres of Kaohsiung Metro Corp. and Taipei Kaohsiung Rapid Transit. as the examiners. No actual strength, no license at one time. In addition, the professional license of Taoyuan Metro Corp. was accompanied by "Retraining Program", which means after obtaining a license, no matter which division to serve, you must return for training within a



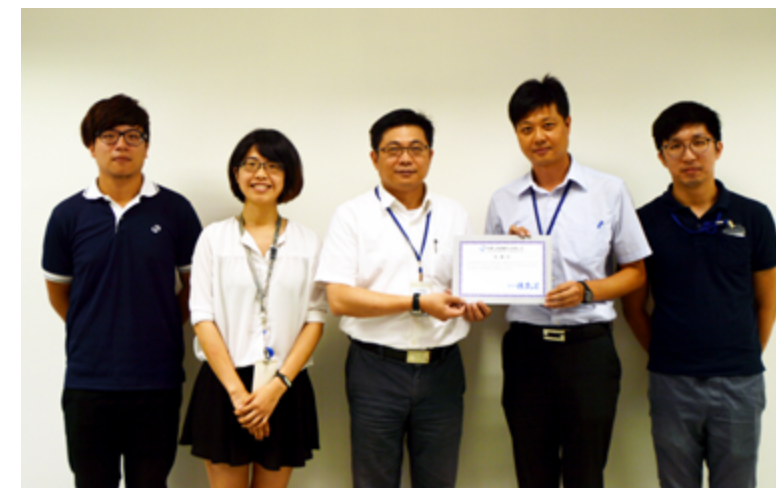
總經理希望同仁隨時可在家進修，取得學習時數，因此指示人資處建構「e-learning 學習平台」，所有桃捷公司 24 張專業證照相關課程，全部 e 化，同仁閒暇可上網學習，此外，公司還舉辦密集的 OJT 實作獎勵競賽，鼓勵新進同仁增強實際系統操作能力，畢竟，課堂上的專業知識，必須轉化為嫻熟的操作技巧，才能提供良好的服務品質。

certain period of time to review what had been learned and learn something new.

The President hoped that the colleagues would have the opportunity to study at home at any time, so he instructed the Human Resources Department to construct the "e-learning platform". All of the professional courses related to the 24 licenses were e-learning and free online learning ones. The Company also held intensive OJT implementation reward competition, encouraging new colleagues to enhance the actual system operation ability, after all, the classroom knowledge should be converted to operating skills so as to provide good service quality.



桃捷公司數位學習平台入口網
Taoyuan Metro Corp. e-learning platform portal



員工訓練 - 自動收費系統實作獎勵競賽
Automatic fare collection equipment
implementation reward competition

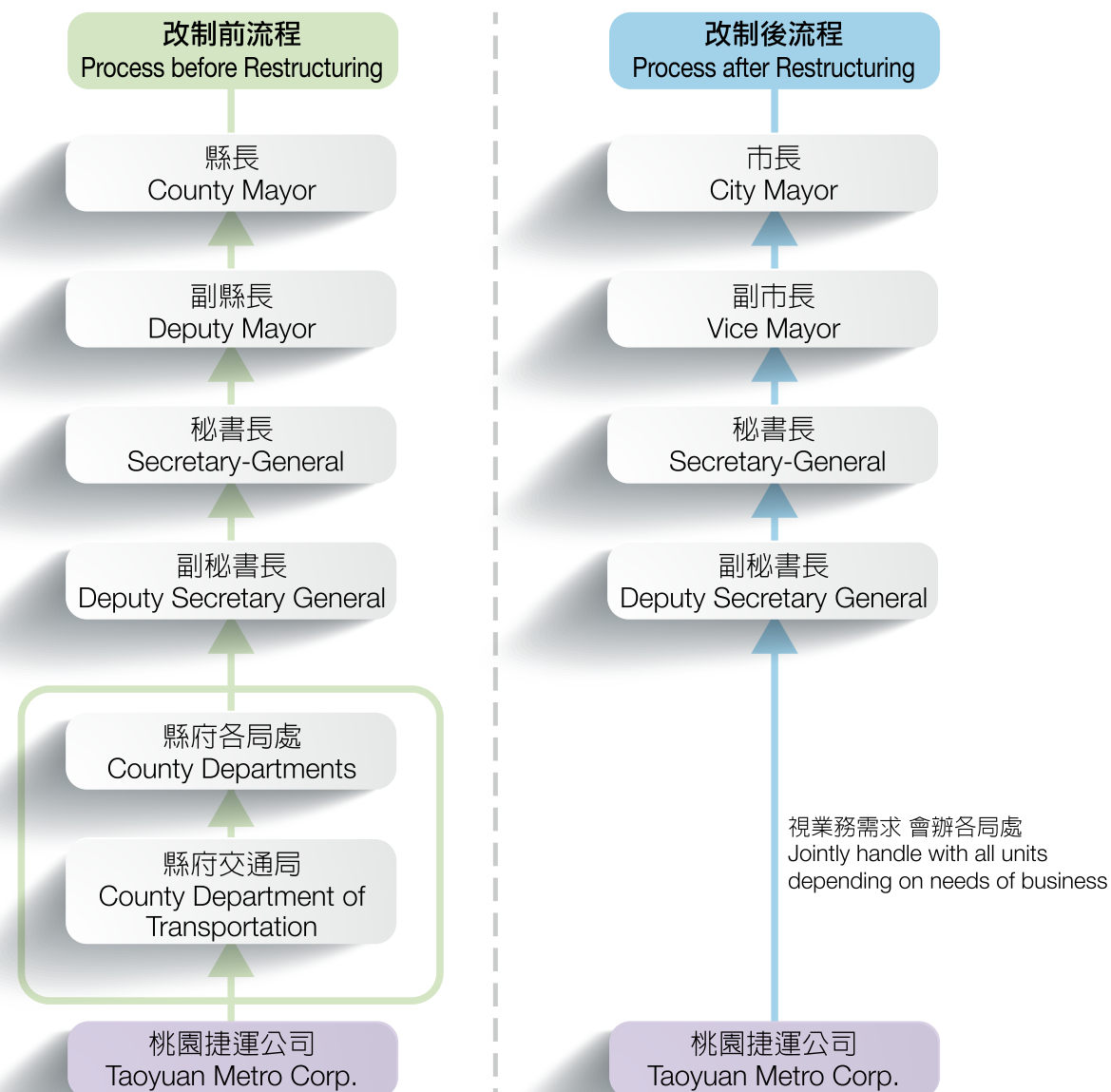
6 公司制度功能完備 Complete Function of Company System

人數接近建置、行政位階提升、企業形象確立、業界合作建立規模

The number of personnel is close to establishing mechanisms, enhancing position of authority, organizing corporate image, cooperating with the industry to set up the scale

桃捷公司成立之初，受桃園市政府交通局監理，相當於市府二級單位，由於通車目標確立，公司向市府爭取提升行政位階，升格為市府一級單位，制度規模更加完備，向通車營運跨出更大的步伐。

Taoyuan Metro Corp. was supervised and managed by Taoyuan City Department of Transportation when it was first established, equivalent to a secondary department of the City Government. On account that the establishment of the goal as the opening of Metro Service, Taoyuan Metro Corp. applied for the promotion of administrative rank, and upgraded to the first level unit, the scale of the system became sound, and it was a significant step towards at the opening of Metro Service operation.



行政位階提升核文流程比較圖
Comparison Chart of Administrative Rank Enhancement Process

這段期間，桃捷公司從 400 人、僅能負擔行政作業及部分教育訓練的功能，擴增為千餘人的規模，除了以實際行動宣示即將營運通車，必須訓練足以營運全線的人力，公司的各項制度，也逐步建立。例如，建立 KPI（關鍵績效指標）制度。任何公營事業單位成立久了，都難免有「考績輪著打」的弊端，日後必然會慢慢腐蝕原本健全的人事獎懲制度，以致於暮氣漸深，因此，公司創立之初，陳凱凌總經理就力推 KPI 制度，讓認真的員工能出頭，讓獎懲升遷有客觀的依據，降低人治色彩。

During this period, Taoyuan Metro Corp. expanded to the size of more than a thousand people from the one with 400 people being able to barely handle the administrative work and part of the function of education and training. In addition to the declaration of the up-coming opening of Metro Service, it should be trained to operate the full range of manpower. The system was also gradually established. For example, it established a KPI (Key Performance Indicators) system. Any public service unit set up for a long time will inevitably fall into the "take-turns performance" drawbacks and will inevitably corrode the originally sound personnel rewards and punishments system, leading to the gradually deepened dusk, therefore, when the Company was founded, President Chen strongly recommend KPI system, so that hard working employees could possibly succeed, and an objective basis for rewards and punishments was promoted and the rule by man declined.



桃捷公司 KPI 績效評鑑系統
Taoyuan Metro Corp. KPI performance evaluation system



104 年新人訓練 鄭文燦市長勉勵新進同仁
Mayor Wen-Tsan Cheng encouraged new colleagues at the new staff training program, 2015



何煖軒也說，這一年公司密集與軌道界的先進公司北捷、高捷合作，聘請其資深幹部擔任顧問，增進營運經驗。經管部門則成立了資安委員會，以強化資訊安全，同時利用光纖骨幹網路，建立完整的行政網路系統，且因應通車前複雜的合約、採購案，公司特別聘請律師駐點，設置專業法律顧問，以確保公司權益。

在加緊通車腳步，密集訓練整備的過程，公司也不忘同仁福利，104 年公司成立了員工餐廳，提供可口、衛生、廉價的午餐，解決基本的民生問題，此外還聘請駐廠醫師諮詢服務，同時職福會陸續舉辦各項員工休閒活動及社團，凝聚內部向心力。

This year, the Company intensively cooperated with the advanced rail-sector companies Taipei Metro Corp. and Kaohsiung Rapid Transit Corp., employing their senior cadres as consultants to enhance operational experience. In order to strengthen the information security, the Management Department set up the information security committee and a complete administrative network system by using the optical fiber backbone network. In addition, according to the complicated contract and purchase cases before the Metro's launch, the Company specially appointed lawyers to be law Consultants to ensure the interests of the Company.

In 2015, the Company set up a staff restaurant to provide delicious, healthy and cheap lunch to solve the basic livelihood issues, in addition to providing physician counseling services in the depot, the staff organized leisure activities and associations, bringing cohesion and unity into the Company at the same time.



員工餐廳啟用
Staff restaurant in operation



臨廠醫生提供健康諮詢服務
Health care providers provide consulting services



桃捷微電影競賽開跑記者會
Taoyuan Metro Corp. microfilm contest get-started press conference

此外，為了迎接通車營運，桃捷公司加強打造企業形象，除完成「企業識別系統衍生設計案」，也設計了同仁的制服，讓嶄新的企業形象，呈現在每個旅客眼前。為了宣導機場捷運的特色，這一年，我們舉辦了「桃捷開麥拉」大專院校微電影徵選競賽，以宣導捷運之美，同時也成立了桃捷公司官網、FB 粉絲團 ...，在公司規模倍增的這一年，除了行政位階的提升，我們努力培植了一家千人規模的公司該有的「軟實力」。

In order to welcome the traffic operation, Taoyuan Metro Corp. strengthened its corporate image, in addition to completing the "enterprise identification system derivative design project", it also designed the uniforms of colleagues, so a fully new corporate image will present in front of all passengers. To promote the characteristics of the Airport MRT, this year, we organized the "Taoyuan Metro Camera" university and college short film contest to promote the MRT beauty, also set up the Company's official website, Face Book fans, etc. In the year when the Company's size doubled, apart from the promotion of the executive ranks, we tried our best to cultivate the "soft power" that a company with a scale of thousands of people should possess.



展望未來

LOOKING INTO
THE FUTURE

6

桃園大眾捷運公司在過去的一年來，持續以營運通車為目標，進行多項營運準備工作，從人員的招募進用與訓練、系統的改善作業、行政體系的完備、模擬演練的執行、行政位階的提升、廠站接收等等，從上至下全力投入，以「系統穩定、安全無虞」為目標，一步一腳印、堅持不懈地努力，期望達成全體國人盼望許久的正式通車。

未來的一年，桃園捷運公司將持續加緊人員訓練的腳步，按部就班的接收全線車站和機廠，以實際熟悉操作設備了解異常的原因；並且積極投入系統整合測試作業；尋求各界資源解決號誌問題，完成穩定度測試達標；另外，配合桃園市政府政策及施政方向、行銷宣傳等業務，提升公司正面形象，提供民眾安心信賴的服務品質。

桃園大眾捷運公司肩負著機場國之大門聯外系統之旅客運送服務，並兼具聯絡三個直轄市民眾通勤往返之責。展望未來能藉由交通的改善、通勤時間的縮短，促進城市與區域間的人員的流動，帶動沿線產業的發展，串連桃北北生活圈，實現北台灣地區繁榮發展的願景。

Over the past year, Taoyuan Metro Corp. has continued in its various preparatory operations working towards its goals for the new metro lines. From personnel recruitment and training, system improvement, completion of the administrative system, executing simulation drills, administrative improvements, machine facility management...etc. The utmost effort has been put into the entire process from top to bottom. With the goal of achieving "system stability, safety, and security", we are taking one step at a time; working tirelessly in the hopes of reaching our long awaited official opening to the public.

In the course of next year, Taoyuan Metro Corporation will increase the pace of personnel training as we continue take over management of all stops along the line as well as improve machine facilities to build practical operating facilities and familiarity to understand any abnormalities along the line. In addition, we are committed to utilizing system integration testing operations, utilizing all resources to solve signalling issues, and completing our stability testing goals. Moreover, in accordance with the Taoyuan City Government's regulations and policy directions, and through marketing and publicity services, we will improve the company's public image. This in turn shall improve our service quality to increase the public's satisfaction and trust.

Taoyuan Metro Corp is responsible for Taoyuan International Airport's passenger transportations services to and from its terminals, and we are also responsible for connecting the commuter routes of three different municipalities. Future development will promote the flow of people between these cities and regions through improved transportation and a shortened commute time. The development of these new transportation lines will connect Taoyuan, Taipei, and New Taipei City, creating a prosperity and development for northern Taiwan.



桃園市長鄭文燦與桃捷公司董事長何煖軒、總經理陳凱凌展望未來捷運建設，發展桃北北一日生活圈

FINANCIAL STATEMENTS

財務報告

7



會計師查核報告

(105)財審報字第 15002474 號

桃園大眾捷運股份有限公司 公鑒：

桃園大眾捷運股份有限公司民國 104 年 12 月 31 日及民國 103 年 12 月 31 日之資產負債表，暨民國 104 年 1 月 1 日至 12 月 31 日及民國 103 年 1 月 1 日至 12 月 31 日之損益表、股東權益變動表及現金流量表，業經本會計師查核竣事。上開財務報表之編製係管理階層之責任，本會計師之責任則為根據查核結果對上開財務報表表示意見。

本會計師係依照「會計師查核簽證財務報表規則」及中華民國一般公認審計準則規劃並執行查核工作，以合理確信財務報表有無重大不實表達。此項查核工作包括以抽查方式獲取財務報表所列金額及所揭露事項之查核證據、評估管理階層編製財務報表所採用之會計原則及所作之重大會計估計，暨評估財務報表整體之表達。本會計師相信此項查核工作可對所表示之意見提供合理之依據。

依本會計師之意見，第一段所述財務報表在所有重大方面係依照「商業會計法」及中華民國一般公認會計原則編製，足以允當表達桃園大眾捷運股份有限公司民國 104 年 12 月 31 日及民國 103 年 12 月 31 日之財務狀況，暨民國 104 年 1 月 1 日至 12 月 31 日及民國 103 年 1 月 1 日至 12 月 31 日之經營成果與現金流量。

依審計法等相關規定，桃園大眾捷運股份有限公司之財務報表須經審計部審定，民國 103 年度之財務報表業經審計部桃園市審計處審查完竣，審定結果請詳附註七(四)；桃園大眾捷運股份有限公司已依審定結果調整入帳。

資誠聯合會計師事務所

會計師



中華民國 105 年 3 月 28 日

桃園大眾捷運股份有限公司
資產負債表
創業期間
民國 104 年及 103 年 12 月 31 日

單位：新台幣元

		104 年 12 月 31 日		103 年 12 月 31 日 (審 計 部 審 定 數)		
資	產	附 註	金 額	%	金 額	%
流動資產						
現金		四(一)	\$ 1,961,989,773	96	\$ 2,291,804,949	97
其他應收款		四(七)	8,348,022	-	5,924,628	-
預付款項			9,792,312	1	8,278,305	-
流動資產合計			1,980,130,107	97	2,306,007,882	97
固定資產						
機械及設備		四(二)	43,208,743	2	31,137,156	1
交通及運輸設備			4,217,138	-	2,321,900	-
什項設備			5,245,073	-	2,665,248	-
租賃權益改良			20,268,640	1	16,979,619	1
成本			72,939,594	3	53,103,923	2
減：累計折舊			(28,866,774)	(1)	(16,676,725)	-
未完工程			1,815,434	-	-	-
固定資產合計			45,888,254	2	36,427,198	2
其他資產						
無形資產			15,399,646	1	23,319,851	1
存出保證金			26,000	-	-	-
其他資產合計			15,425,646	1	23,319,851	1
資產總計						
			\$ 2,041,444,007	100	\$ 2,365,754,931	100
負債及股東權益						
流動負債						
應付費用		四(三)	\$ 94,420,898	4	\$ 42,657,174	2
其他應付款			35,323,272	2	3,144,126	-
流動負債合計			129,744,170	6	45,801,300	2
其他負債						
存入保證金			8,614,560	1	2,482,026	-
其他負債			362,993	-	794,325	-
其他負債合計			8,977,553	1	3,276,351	-
負債總計			138,721,723	7	49,077,651	2
股東權益						
資本		四(五)	3,000,000,000	147	3,000,000,000	127
保留盈餘		四(六)				
創業期間累積虧損			(1,097,277,716)	(54)	(683,322,720)	(29)
股東權益總計			1,902,722,284	93	2,316,677,280	98
負債及股東權益總計						
			\$ 2,041,444,007	100	\$ 2,365,754,931	100

請參閱後附財務報表附註暨資誠聯合會計師事務所
李燕娜會計師民國 105 年 3 月 28 日查核報告。

負責人：

經理人：

主辦會計：

桃園大眾捷運股份有限公司
損益表
創業期間
民國104年及103年1月1日至12月31日

單位：新台幣元

項目	附註	104年1月1日至12月31日 金額	103年1月1日至12月31日 (審計部審定數) 金額	99年7月6日至104年12月31日 之累積數 金額
營業成本	四(八)	\$ -	(\$ 154,049,437)	(\$ 519,312,406)
營業毛(利)損		-	(154,049,437)	(519,312,406)
營業費用	四(四)(八)	(465,037,908)	(89,214,832)	(690,599,198)
營業淨損		(465,037,908)	(243,264,269)	(1,209,911,604)
營業外收入及利益				
利息收入		10,883,989	12,083,187	39,050,542
什項收入		40,201,837	24,821,106	73,601,974
營業外收入及利益合計		51,085,826	36,904,293	112,652,516
營業外費用及損失				
什項支出		(2,914)	(270)	(18,628)
稅前純益		(413,954,996)	(206,360,246)	(1,097,277,716)
所得稅費用	四(七)	-	-	-
本期淨損		(\$ 413,954,996)	(\$ 206,360,246)	(\$ 1,097,277,716)

請參閱後附財務報表附註暨資誠聯合會計師事務所
李燕娜會計師民國105年3月28日查核報告。

負責人：

經理人：

主辦會計：

桃園大眾捷運股份有限公司
股東權益變動表
創業期間
民國104年及103年1月1日至12月31日

單位：新台幣元

	股本	創業期間累積虧損	合計
103 年 度			
103年1月1日餘額(審計部審定數)	\$ 2,066,700,000	(\$ 476,962,474)	\$ 1,589,737,526
現金增資	933,300,000	-	933,300,000
本期淨損	-	(206,360,246)	(206,360,246)
103年12月31日餘額	\$ 3,000,000,000	(\$ 683,322,720)	\$ 2,316,677,280
104 年 度			
104年1月1日餘額(審計部審定數)	\$ 3,000,000,000	(\$ 683,322,720)	\$ 2,316,677,280
本期淨損	-	(413,954,996)	(413,954,996)
104年12月31日餘額	\$ 3,000,000,000	(\$ 1,097,277,716)	\$ 1,902,722,284

請參閱後附財務報表附註暨資誠聯合會計師事務所
李燕娜會計師民國105年3月28日查核報告。

負責人：

經理人：

主辦會計：

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桃園大眾捷運股份有限公司
現金流量表
創業期間
民國 104 年及 103 年 1 月 1 日至 12 月 31 日

單位：新台幣元

	104 年 1 月 1 日 至 12 月 31 日	103 年 1 月 1 日 至 12 月 31 日 (審計部審定數)	99 年 7 月 6 日至 104 年 12 月 31 日 之累積數
營業活動之現金流量			
本期淨損	(\$ 413,954,996)	(\$ 206,360,246)	(\$ 1,097,277,716)
調整項目			
折舊費用	12,190,049	7,412,377	30,315,742
各項攤提	9,223,934	8,771,795	24,571,693
其他負債轉列收入數	(431,332)	(431,532)	(2,732,398)
資產及負債科目之變動			
其他應收款	(2,423,394)	(5,807,009)	(8,421,932)
預付款項	(1,514,007)	10,825,318	(9,718,402)
應付費用	50,252,690	6,802,263	92,909,864
其他應付款	32,179,146	1,881,878	35,323,272
營業活動之淨現金流出	(314,477,910)	(176,905,156)	(935,029,877)
投資活動之現金流量			
購置固定資產	(20,140,071)	(21,153,347)	(72,000,121)
無形資產增加數	(1,303,729)	(22,434,513)	(39,568,789)
存出保證金增加	(26,000)		(26,000)
投資活動之淨現金流出	(21,469,800)	(43,587,860)	(111,594,910)
融資活動之現金流量			
存入保證金增加(減少)	6,132,534	(1,814,489)	8,614,560
設立資本			100,000,000
發行普通股	-	933,300,000	2,900,000,000
融資活動之淨現金流入	6,132,534	935,114,489	3,008,614,560
本期現金(減少)增加	(329,815,176)	714,621,473	1,961,989,773
期初現金餘額	2,291,804,949	1,577,183,476	5,663,918,718
期末現金餘額	\$ 1,961,989,773	\$ 2,291,804,949	\$ 7,625,908,491
現金流量資訊之補充揭露			
本期支付利息	\$ -	\$ -	-
本期支付所得稅	\$ -	\$ -	-
部分影響現金流量之投資活動			
固定資產及無形資產本期增加數	\$ 22,954,834	\$ 41,789,930	\$ 116,175,335
加：期初應付費用	-	1,797,930	5,446,025
減：期末應付費用	(1,511,034)	-	(6,957,059)
減：受贈資產(帳列其他負債)	-	-	(3,095,391)
本期支付現金	\$ 21,443,800	\$ 43,587,860	111,568,910

請參閱後附財務報表附註暨資誠聯合會計師事務所
李燕娜會計師民國 105 年 3 月 28 日查核報告。

負責人：

經理人：

主辦會計：

桃園大眾捷運股份有限公司

財務報表附註

創業期間

民國 104 年及 103 年 12 月 31 日

(民國 103 年度之財務報表，係依審計部桃園市審計處審定數列示)

單位：新台幣元

(除特別註明者外)

一、組織沿革

(一)桃園大眾捷運股份有限公司(以下簡稱本公司)於民國 99 年 7 月 6 日奉經濟部核准設立，本公司主要營業項目為大眾捷運系統運輸、綜合零售及其他運輸輔助等業務之經營。截至民國 104 年 12 月 31 日，本公司主要致力於營運系統開發、業務流程設計、財務規劃、招募與訓練及站區規劃等事宜，主要營業活動尚未開始。

(二)桃園市政府持有本公司 192,030 仟股；新北市政府持有本公司 87,960 仟股；台北市政府持有本公司 20,010 仟股。

(三)截至民國 104 年 12 月 31 日止，本公司員工人數約為 689 人。

二、會計政策

本公司為公營事業，會計處理及財務報表係依照政府機關對公營事業會計事務頒布之各項法令辦理，前項法令未規定者，則按「商業會計法」、「商業會計處理準則」及中華民國一般公認會計原則處理。每年決算並須經審計部桃園市審計處之審查，審定後始告確定。本公司截至民國 103 年度止之帳冊，業經審計部桃園市審計處審查完竣，因此民國 104 年度資產負債表科目之期初餘額係依上述經審計處審定之民國 103 年度期末餘額為準。重要會計政策彙總說明如下：

(一)資產及負債區分流動及非流動之分類標準

1. 資產符合下列條件之一者，列為流動資產；資產不屬於流動資產者為非流動資產：

- (1)因營業所產生之資產，預期將於正常營業週期中變現、消耗或意圖出售者。
- (2)主要為交易目的而持有者。
- (3)預期於資產負債表日後十二個月內將變現者。
- (4)現金或約當現金，但於資產負債表日後逾十二個月用以交換、清償負債或受有其他限制者除外。

2. 負債符合下列條件之一者，列為流動負債；負債不屬於流動負債者為非流動負債：

- (1) 因營業而發生之債務，預期將於正常營業週期中清償者。
- (2) 主要為交易目的而發生者。
- (3) 須於資產負債表日後十二個月內清償者。
- (4) 不能無條件延期至資產負債表日後逾十二個月清償之負債。

(二) 應收票據及帳款、其他應收款

1. 應收票據及帳款係因出售商品或勞務而發生之債權，其他應收款係不屬於應收票據及帳款之其他應收款項。應收票據及帳款、其他應收款原始認列時以公平價值衡量，續後以有效利率法之攤銷後成本減除減損後之金額衡量。
2. 本公司於資產負債表日評估是否存在客觀證據，顯示重大個別金融資產發生減損，以及非屬重大之個別金融資產單獨或共同發生減損。若有減損之客觀證據，則認列減損損失。減損金額為金融資產之帳面價值與其估計未來現金流量採原始有效利率折現之現值間之差額。若後續期間減損金額減少，而該減少明顯與認列減損後發生之事件有關，則迴轉先前認列之金融資產減損金額，該迴轉不應使金融資產帳面金額大於未認列減損情況下之攤銷後成本，迴轉之金額認列為當期損益。

(三) 固定資產

1. 固定資產以取得成本為入帳基礎，並將購建期間之有關利息資本化。凡支出效益及於以後各期之重大改良或大修支出列為資本支出，經常性維護或修理支出則列為當期費用。
2. 固定資產按估計經濟耐用年限，按平均法計提折舊。租賃權益改良依租約年限或估計使用年限較短者按平均法攤銷。主要固定資產耐用年限為2年至12年。固定資產處分損益列為當期營業外收支項下。

(四) 無形資產

電腦軟體以取得成本為入帳基礎，按估計效益年數採直線法攤銷，攤銷年限為1~5年。

(五) 退休金

退休金辦法屬確定提撥退休辦法者，每月就薪資總額6%提撥職工退休基金。本公司依權責發生基礎將應提撥之金額認列為當期之退休金成本。

(六) 所得稅

1. 本公司依財務會計準則公報第22號「所得稅之會計處理準則」之規定，作跨期間與同期間之所得稅分攤。將可減除暫時性差異、虧損扣抵、所得稅抵減及應課稅暫時性差異所產生之所得稅影響數，認列為遞延所得稅資產或負債。另對遞延所得稅資產評估其可能實現性，設置備抵評價科目，以淨額列於資產負債表。當稅法修正時，於公布日之年度按新規定將遞延所得稅負債或資產重新計算，因而產生之遞延所得稅負債或資產之變動影響數，列入當期繼續營業部門之所得稅費用(利益)。
2. 以前年度溢、低估之所得稅，列為當年度所得稅費用之調整項目。

(七) 收入成本

收入係於獲利過程大部分已完成，且已實現或可實現且已賺得時認列，相關成本亦配合收入於發生時認列。費用則依權責發生制於發生時認列為當期費用。

(八) 政府補助

1. 接受政府捐助可合理確定能同時符合下述兩要件，始可於財務報表認列：
 - (1) 能符合政府捐助之相關條件，(2) 可收到該項政府捐助。
2. 與資產有關之政府補助應列為遞延收入，其與折舊性資產有關者，應按該折舊性資產之耐用年限，依折舊費用之提列比率分期認列為捐助收入。

(九) 會計估計

本公司於編製財務報表時，業已依照中華民國一般公認會計原則之規定，對財務報表所列金額及或有事項，作必要之衡量、評估與揭露，其中包括若干假設及估計之採用，惟該等假設及估計與實際結果可能存有差異。

三、會計變動之理由及其影響

無。

四、重要會計科目之說明

(一) 現金及約當現金

(二) 固定資產

	104 年	12 月	31 日
資產名稱	原始成本	累計折舊	帳面價值
機械及設備	\$ 43,208,743	(\$ 20,995,952)	\$ 22,212,791
交通及運輸設備	4,217,138	(1,147,786)	3,069,352
什項設備	5,245,073	(1,804,086)	3,440,987
租賃權益改良	20,268,640	(4,918,950)	15,349,690
未完工程	1,815,434	-	1,815,434
	<u>\$ 74,755,028</u>	<u>(\$ 28,866,774)</u>	<u>\$ 45,888,254</u>

	103 年	12 月	31 日
資產名稱	原始成本	累計折舊	帳面價值
機械及設備	\$ 31,137,156	(\$ 13,678,150)	\$ 17,459,006
交通及運輸設備	2,321,900	(807,150)	1,514,750
什項設備	2,665,248	(1,209,804)	1,455,444
租賃權益改良	16,979,619	(981,621)	15,997,998
	<u>\$ 53,103,923</u>	<u>(\$ 16,676,725)</u>	<u>\$ 36,427,198</u>

(三) 應付費用

	104 年 12 月 31 日	103 年 12 月 31 日
應付獎金	\$ 55,758,865	\$ 30,592,449
應付勞務費	9,278,044	1,282,288
應付勞健保費	6,130,290	4,355,674
應付退休金	4,835,710	2,842,526
其他應付費用	18,417,989	3,584,237
	<u>\$ 94,420,898</u>	<u>\$ 42,657,174</u>

(四) 退休金

本公司依據「勞工退休金條例」，訂有確定提撥之退休辦法，適用於本國籍之員工。本公司就員工選擇適用「勞工退休金條例」所定之勞工退休金制度部分，每月按薪資之 6% 提繳勞工退休金至勞保局員工個人帳戶，員工退休金之支付依員工個人之退休金專戶及累積收益之金額採月退休金或一次退休金方式領取。民國 104 年度及 103 年度，本公司依上開退休金辦法認列之退休金成本分別為 \$15,381,064 及 \$8,744,290。

(五) 股本

1. 本公司於民國 103 年 11 月 19 日董事會決議，辦理現金增資發行新股 93,330,000 股，每股面額 10 元，該項增資案業於民國 104 年 1 月辦理變更登記竣事。

2. 截至民國 104 年 12 月 31 日及民國 103 年 12 月 31 日止，本公司額定資本額皆為 \$3,000,000,000，分為 300,000,000 股，實收資本額皆為 \$3,000,000,000，每股面額 10 元。

(六) 累積盈餘(虧損)

依本公司章程規定，年度盈餘於完納一切稅捐並彌補虧損後，應先提存 10% 法定盈餘公積及相關特別盈餘公積，如有餘額由董事會擬定分配案，提請股東會決議分配之。

(七) 所得稅

1. 所得稅費用及應付所得稅：

	104 年 度	103 年 度
稅前純益按法定稅率計算之所得稅	\$ -	\$ -
永久性差異之所得稅影響數	336,380	93,617
暫時性差異之所得稅影響數	(70,355,433)	(35,081,242)
備抵評價之所得稅影響數	70,019,053	34,987,625
所得稅費用	-	-
扣繳稅款	(2,277,017)	(1,207,485)
應退所得稅	(\$ 2,277,017)	(\$ 1,207,485)

2. 遞延所得稅資產與負債

	104 年 12 月 31 日	103 年 12 月 31 日
遞延所得稅資產-流動	\$ -	\$ -
遞延所得稅資產-非流動	185,621,888	115,602,835
遞延所得稅資產備抵評價金額	(185,621,888)	(115,602,835)
	<u>\$ -</u>	<u>\$ -</u>

3. 截至民國 104 年 12 月 31 日，本公司營利事業所得稅尚未扣抵之虧損扣抵明細如下：

發生年度	申報數/ 核定數	可抵減金額	尚未抵減金額	最後扣抵年度
民國 100 年度	核定數	\$ 67,403,176	\$ 67,403,176	民國 110 年度
民國 101 年度	核定數	196,366,092	196,366,092	民國 111 年度
民國 102 年度	核定數	210,437,849	210,437,849	民國 112 年度
民國 103 年度	申報數	205,509,276	205,509,276	民國 113 年度
民國 104 年度	申報數	411,876,786	411,876,786	民國 114 年度
		<u>\$ 1,091,593,179</u>	<u>\$ 1,091,593,179</u>	

4. 本公司營利事業所得稅結算申報，業經稅捐稽徵機關核定至民國 102 年度。

5. 截至民國 104 年及 103 年 12 月 31 日止，本公司股東可扣抵稅額帳戶餘額及預計盈餘分配之稅額扣抵比率均為零。

(八) 用人、折舊及攤銷費用

本年度及上年度發生之用人、折舊、折耗及攤銷費用依其功能別彙總如下：

功能別 性質別	104 年 度		
	屬於營業成本者	屬於營業費用者	合計
用人費用			
薪資費用	-	318,390,453	318,390,453
勞健保費用	-	29,912,681	29,912,681
退休金費用	-	15,381,064	15,381,064
其他用人費用	-	1,027,119	1,027,119
折舊費用	-	12,190,049	12,190,049
攤銷費用	-	9,223,934	9,223,934
功能別 性質別	103 年 度		
	屬於營業成本者	屬於營業費用者	合計
用人費用			
薪資費用	126,223,891	50,343,988	176,567,879
勞健保費用	12,182,349	4,567,072	16,749,421
退休金費用	6,324,811	2,419,479	8,744,290
其他用人費用	271,251	58,639	329,890
折舊費用	21,486	7,390,891	7,412,377
攤銷費用	105,470	8,666,325	8,771,795

五、關係人交易

(一) 關係人之名稱及與本公司之關係

關 係 人 名 稱	與 本 公 司 之 關 係
桃園市政府	本公司持股 64.01%之主要股東

(二) 與關係人間之重大交易事項

本公司係屬公營事業，以一般交易條件提供服務予各級政府單位、機構及其他國營事業，致政府及其所屬相關事業單位均為本公司客戶之一。因本公司尚未產生上述交易事項，故未揭露對政府及其相關組織之交易金額。

六、重大承諾事項及或有事項

- 截至民國 104 年 12 月 31 日止，本公司因採購設備及軟體而訂定之合約，尚未付款之金額為\$15,689,028。
- 截至民國 104 年 12 月 31 日止，本公司因採購工程而訂定之合約，尚未付款之金額為\$2,842,933。
- 截至民國 104 年 12 月 31 日止，本公司因勞務外包而訂定之合約，尚未付款之金額為\$42,945,242。

七、其他

(一) 金融商品之公平價值

	104 年 12 月 31 日		
	帳面價值	公平價值 公開報價 決定之金額	評價方法 估計金額
非衍生性金融商品 資產			
公平價值與帳面價值 相等之金融資產	\$ 1,970,337,795	\$ -	\$ 1,970,337,795
負債			
公平價值與帳面價值 相等之金融負債	129,744,170	-	129,744,170
	103 年 12 月 31 日		
	帳面價值	公平價值 公開報價 決定之金額	評價方法 估計金額
非衍生性金融商品 資產			
公平價值與帳面價值 相等之金融資產	\$ 2,297,729,577	\$ -	\$ 2,297,729,577
負債			
公平價值與帳面價值 相等之金融負債	45,801,300	-	45,801,300

本公司估計金融商品公平價值所使用之方法及假設如下：

短期金融商品因折現值影響不大，故以帳面價值估計其公平價值。此方法應用於現金、應收款項、其他應收款、應付費用、其他應付款項及應付代收款。

(二) 財務風險控制及避險策略(含財務避險)

本公司採用全面風險管理與控制系統，以清楚辨認、衡量並控制本公司所有各種風險(包含市場風險、信用風險、流動性風險及現金流量風險)，使本公司之管理階層能有效從事控制並衡量市場風險、信用風險、流動性風險及現金流量風險。

本公司管理當局為能有效控管各種市場風險管理目標，以達到最佳化之風險部位、維持適當流動性部位及集中管理所有市場風險，係經適當考慮經濟環境、競爭狀況及市場價值風險之影響下，達到最佳化之風險部位、維持適當流動性部位及集中管理所有市場風險。

(三) 重大財務風險資訊

1. 市場風險
無。
2. 信用風險
無。
3. 流動性風險
無。
4. 利率變動之現金流量風險
無。

(四) 財務報表之審定調整及重編

1. 本公司民國 103 年度之決算，業於民國 104 年 8 月 3 日經審計部桃園市審計處(以下簡稱審計處)審定完竣，並依指示將應予調整事項追補入帳，有關重編財務報表之明細如下：

	會計師查核數	調 整 金 額	審計處審定數
資產負債表			
資產			
流動資產	\$ 2,306,007,882	\$ -	\$ 2,306,007,882
固定資產	36,427,198	-	36,427,198
無形資產	23,319,851	-	23,319,851
資產總計	<u>\$ 2,365,754,931</u>	<u>\$ -</u>	<u>\$ 2,365,754,931</u>
負債			
流動負債	\$ 45,801,300	\$ -	\$ 45,801,300
其他負債	3,276,351	-	3,276,351
負債合計	<u>49,077,651</u>	<u>-</u>	<u>49,077,651</u>
股東權益	<u>2,316,677,280</u>	<u>-</u>	<u>2,316,677,280</u>
負債及股東權益總計	<u>\$ 2,365,754,931</u>	<u>\$ -</u>	<u>\$ 2,365,754,931</u>
損益表			
	會計師查核數	調 整 金 額 (註)	審計處審定數

營業成本	\$ -	(\$ 154,049,437)	(\$ 154,049,437)
營業毛損	-	(154,049,437)	(154,049,437)
營業費用	(243,264,269)	154,049,437	(89,214,832)
營業淨損	(243,264,269)	-	(243,264,269)
營業外收入及利益	36,904,293	-	36,904,293
營業外費用及損失	(270)	-	(270)
稅前純損	(206,360,246)	-	(206,360,246)
所得稅費用	-	-	-
本期純損	<u>(\$ 206,360,246)</u>	<u>\$ -</u>	<u>(\$ 206,360,246)</u>

(註)：依據審計部桃園市審計處審桃市四字第 1040003483 號函調整。



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